

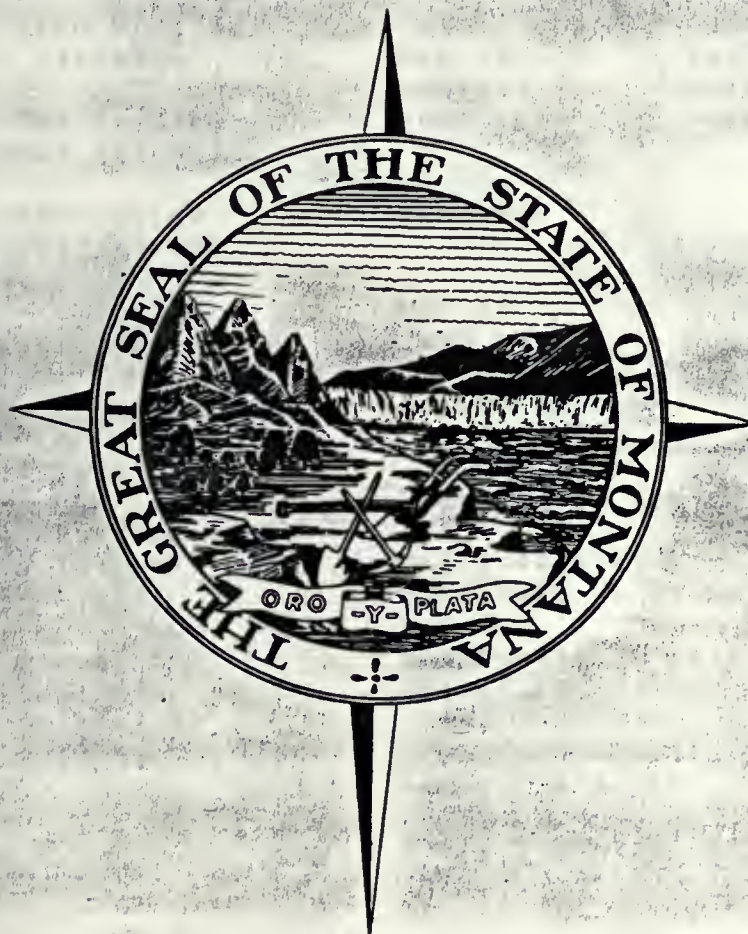


MONTANA

Department Of Highways

D.B.E.

NEWSLETTER



MAY, 1988

Helena, Montana



DBE NEWSLETTER

VOL. 1, NO. 6

May. 4, 1988



The DBE Newsletter is published on a monthly basis by the Montana Department of Highways' Civil Rights Bureau to assist, inform and communicate with Disadvantaged Business Enterprises.

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1988 Montana Bid Letting Dates

The Montana Highway Commission has approved the following bid letting dates for 1988.

May 26	August 25
June 30	September 29
July 28	October 27
	December 1

1988 Bid Letting Dates

Following is the 1988 schedule of bid lettings for North Dakota, South Dakota, & Wyoming:

North Dakota

June 17	May 20
September 16	July 29
	November 18

South Dakota

May 18	August 17
June 21	September 27
July 20	October 18
	November 15

Wyoming

May 19	September 15
June 16	October 20
July 14	November 10
August 18	December 8

Recertified DBE Firms

The following firms were recertified as of April 6, 1988.

AAA Fencing & Welding,
Victor, MT

Arrowhead Construction, Inc.
Idaho Falls, ID

Big Z Trucking, Billings, MT

Deb-Wall Steel Erectors,
Clinton, MT

Four Moon's Enterprizes,
East Helena, MT

Oswego Iron Company, Laurel, MT

New Certifications

The following new DBE firms were certified during the April 6, 1988 Certification Board Meeting.

Askew Construction Co.
1655 Carroll Ave., St. Paul,
MN 55104, Phone: (612)647-
9661. Owner: John W. Askew,
Jr. The firm is a highway
related DBE in the area of
sawing, sealing, curing and
grinding of concrete pavement.

Bozeman Sand & Gravel, Inc.
P.O. Box 1327, Bozeman, MT
59771-1327. Phone: (406)586-
2211. Owner: Patricia M. Hash.
The firm is a woman-owned
highway related DBE in the
area of crushing, hauling,
grading, excavation, and
paving.

Greenway Enterprises, Inc.
P.O. Box 5553, Helena, MT
59601. Phone: (406)442-5500.
Owner: YuVonne Hoovestall. The
firm is a woman-owned highway
related DBE in the area of
grading, excavation, culverts
and hauling.

I. Horstein Painting 839 West
Central, Missoula, MT 59801.
Phone: (406)549-2621. Owner:
Irene A. Hornstein. The firm
is a woman-owned non-highway
related DBE in the area of
building painting and decor-
ating.

Olsen Construction

P.O. Box 222, Clinton, MT
59825. Phone: (406)825-7897
Owner: Gregory D. Olsen. The
firm is a highway related DBE
in the area of building
construction and remodeling
and concrete forming and
finishing.

C.P. Enterprises 12370 Highway
10 East, Turah, MT 59825.
Phone: (406)258-6017. Owner:
Peggy Bjornberg. The firm is a
woman-owned highway related
DBE in the area of fencing.

Certification Denials

The following firm's appli-
cations for certification as
DBE's were denied by the Cer-
tification Review Board during
the regularly scheduled meet-
ing held April 6, 1988. All
denials are subject to appeal
to the Board and to the U.S.
Department of Transportation
(DOT).

**Montana Lines, Inc. - Great
Falls, MT**

Barber Excavating - Belt, MT

**Katco Enterprises, Inc. -
Great Falls, MT**

**Polar Electric, Inc. - Helena,
MT**

**Rehbein Transport, Inc. -
Plains, MT**

Certification Expiration

The following firms have
allowed their certifications
to expire as of the April
Certification Board Meeting.

Action Electric - Helena, MT

~Associated Womens Contracting
- Havre, MT
~Hutchco Construction, Inc.,
Superior, MT
~Minneconjou Construction Co,
Inc., Colstrip, MT
~E.W. "Bill" Morigeau, Polson,
MT
~PTL Electric, Inc., Billings,
MT
~S&H Construction, Kalispell,
MT
~Survako, Inc., Anchorage, AK
~Zimmerman Construction Co.,
Billings, MT

Idaho Asphalt Supply Graduates from DBE Program

Idaho Asphalt Supply, Idaho Falls, Idaho, has "graduated" from the DBE Program as a result of the determination that average annual gross receipts over the past three years exceed \$14 million and therefore is no longer considered a small business concern. The firm provides asphalt and road oil products.

DBE Meeting Room

MDOH continues to sponsor a meeting room at the Colonial Inn, the evening prior to bid letting, during the hours of 4-6 P.M. and 8-10 P.M.

This room provides a central location for DBE's and Prime Contractors to meet and exchange information.

DBE's are encouraged to stop by and list the projects they are bidding and where they may be reached.

Retired Execs to the Rescue

Reprinted with permission
from AARP News Bulletin 2-88

SCORE volunteers have the skills to take care of business.

At first glance, young Tom Montebell seemed to have a sure-fire idea for a business: a fitness and exercise center for today's increasingly health-conscious city dwellers.

But he was having trouble getting the business off the ground. He had run into difficulties getting a bank loan crucial for financing athletic equipment, and he lacked a strong marketing plan.

A few months ago Montebell got some help from Lewis I. Schwartz, 68, a retired Army colonel and educator and now a systems engineer for a consulting firm. Schwartz laid out the procedures that enabled Montebell to get his loan. He also helped Montebell develop a marketing strategy. Not long afterwards Montebell launched his business.

"Lewis took me under his wing," recalls the 35-year-old Montebell. "I would never have made it without his counseling."

Schwartz's help was provided free of charge courtesy of an unusual program called SCORE, an acronym for Service Corps of Retired Executives. Sponsored by the Small Business Administration (SBA), SCORE makes available to small businesses managerial skills

and experience they couldn't otherwise afford.

"Because of the expertise they have acquired over the years, retired executives are in a position to be excellent counselors," says John H. Titley of Ashland, Ore., national president of SCORE.

SBA launched the program in 1964 by founding SCORE chapters in 68 cities. Since then it has expanded to more than 600 cities and communities across the country. Today 13,000 volunteers provide counseling through these chapters.

The volunteers reflect a wide range of business and organizational experience. Among the 22 counselors at the Washington, D.C., chapter for instance, are a retired merchandise manager for a department store, a one-time vice president of an electronics firm, the former owner of a construction firm, a retired accounting professor and several retired lawyers.

"I'm just continually amazed by the quality of our counselors," says Titley, a retired aerospace executive.

SCORE advisers receive no pay for what they do--they volunteer out of a desire to be constructive.

"This is just very satisfying work," says Charles Chisley II, chairman of the D.C. chapter and formerly the head of a floral business. "I understand the problems encountered by people in retail

business and often I can make a recommendation or suggestion that can pull a small firm out of the red."

As an example, he cites an office supply business that was having a cash flow problem. Chisley noted that the firm had a lot of extra space and suggested they sublet some of it to finance their overhead. "This strategy did get them out of the woods," he says.

Volunteer counselor Schwartz joined SCORE for deeply personal reasons. As a young man, he had wanted to start his own business, but didn't know what steps to take. Unable to get crucial assistance, he went into the military instead. "I wish there had been someone to counsel me when I was that age," Schwartz says. "But there was nobody I could turn to."

Now Schwartz wants to help others who may be in the same bind. Twice each week he catches a subway near his home in Virginia and travels to the SCORE office in downtown Washington. He conducts regular "going into business" workshops and provides confidential counseling to persons wishing to start a business or those in business needing management assistance. One such "client" was Thomas G. Montebell, who last year started his own company called the National Fitness Institute and Exercise Center in Rockville, Md. To help Montebell with his problem, Schwartz first put the young entrepreneur in touch with

SCORE lawyers and accountants who helped him develop a business plan essential for his bank loan application.

Schwartz himself advise Montebell to broaden his marketing strategy by targeting Health Maintenance Organizations, hospitals, local corporations and senior citizens groups.

For about four months Schwartz and Montebell would confer about four times a week. Now that Montebell's business is moving into the black, they talk less frequently. But Schwartz still follows Montebell's fortunes and offers advice from time to time. "Tom's a real go-getter," Schwartz says. "He has the drive and will to succeed in his business."

While SCORE is always on the lookout for good counselors, it's particularly interested in recruiting more women and minorities. "With more women and minorities going into business, we need the counselors to help them," Titley says.

SCORE requires that its volunteers have either hands-on experience as managers in business or experience as educators in some aspect of management. They also need to have proven leadership ability. "We're looking for individuals who can work with people without telling them what to do," Titley says. "In the end clients must make their own decisions."

*Note: SCORE is represented on

the MDOH DBE Certification Review Board.

ACCESS "88" Government Services for Small Business

Access to Government for Small Business. Two all-day conferences

Glendive - Dawson Community College --May 11, 1988

Helena - Colonial Inn -- May 13, 1988

What you will learn:

Access "88" will offer small businesses and organizations an opportunity to learn about the business assistance programs offered by key federal, state and local agencies, and to meet the people who operate them.

A morning "parade of the agencies" will be followed by a report on current congressional legislation affecting small business. Governor Schwinden will introduce the new Montana Small Business Development Center at the noon luncheon. Afternoon seminars will explore legislative and regulatory topics of pressing interest to Montana business people.

These conferences will also introduce Montana's Small Business Development Center, jointly funded by the Small Business Administration and the Montana Department of Commerce, which will provide management and technical assistance and training to

small businesses throughout the state.

SCORE Open House

Monday, May 9th begins the National Small Business Week. Your Chamber of Commerce will host SCORE (Service Corps of Retired Executives) to provide one-on-one counseling, schedule followup sessions, provide informational brochures on business topics, and provide schedules of future training events. SCORE may be contacted in your area by calling your local Chamber of Commerce office, or the following numbers.

Billings	245-4111
Bozeman	586-5421
Butte	494-5595
Deer Lodge	846-3680
Glasgow	228-8430
Great Falls	761-4434
Helena	442-4120
Kalispell	752-6166
Missoula	543-6623
Lewistown	538-5436

For further information on this open house or SCORE, call your local Chamber, or SBA at 449-5381.

DBE Goal Setting Procedure

Due to the changing nature of highway projects from major construction to widening and overlays, the Montana Department of Highways (MDOH). Civil Rights Bureau has received concerns from prime contractors that assigning DBE work items to meet goals has been difficult on some overlay projects.

The MDOH goal setting committee is currently reviewing all upcoming Federal-aid projects to determine the feasibility of setting project goals. Projects determined by the committee to have marginal work items will be assigned minimal goals. However, on larger projects involving a number of potential DBE work items, the goals may be set higher than 10 percent to offset participation lost on smaller projects.

It is hoped that by taking this approach, it will enable the prime contractors to more easily identify DBE work items and increase DBE participation.

Seminars Slated

The Du Pont Co. will conduct its three-day Blasting and Explosives Safety Training seminar May 3-5 in Seattle.

The conference will provide blasters and their supervisors with a practical understanding of commercial explosives and of safe methods for using them.

Call Du Pont toll-free at (800) 532-SAFE for more information or to register.

-Excerpt from Intermountain Engineer - Nov. 30, 1987

Billings MSU Seminar Rescheduled

The Billings Familiarization Course previously scheduled for March 10, 11, and 12, 1988 has been rescheduled to May

5,6, and 7, 1988. The seminar will be conducted at the Billings Sheraton.

The "familiarization course" schedule for 1988 is:

Billings - May 5,6,7 -
Sheraton

Great Falls - June 9,10,11-
Rainbow Hotel

Missoula - Sept. 23, 24,25-
Sheraton

If you have any questions pertaining to the MSU Seminars, please contact Rich Munger at (406)444-7609.

Rural Technical Assistance Program Offered by MSU

The following training is offered by the Rural Technical Assistance Program based at MSU in Bozeman, Montana. If you are interested in any of the courses listed, please contact Alan Jackson at (406)994-6100.

Nuclear Gauge Certification Workshops, Bozeman. No dates specified at this time.

U.S. DOT Awards Contract

The U.S. Department of Transportation (DOT), through its Office of Small and Disadvantaged Business Utilization, has awarded a contract to Tucker and Associates, Inc. of New Orleans, Louisiana to operate its Women Business Enterprise (WBE) Nationwide

Outreach Project.

The objective of the project is to significantly increase the participation of women-owned businesses in DOT's federal financial assistance and direct contracting programs.

The primary focus of the project is the dissemination of information relating to the DOT short-term lending and bonding assistance programs. The short-term lending program has approximately \$8 million for loans at prime interest rates. The bonding assistance program is funded at \$10 million and will issue bid, performance and payment bonds for a 3% across the board fee.

Technical assistance sources and agencies providing potential procurement opportunities will be identified and made available for WBE's upon request.

Valencia Douglas-May, Project Director, Leslie Prejean, Business Development and Marketing Specialist, and Gloria Zamora, Administrative Assistance, are available to provide assistance to your company.

For further information contact:

Tucker and Associates, Inc.
Management Consultants
904 First NBC Bldg, 210
Baronne Street
New Orleans, LA 70112
Ph: (504)522-4627

Smile - it costs nothing. What a small price for something so worthwhile.

Key Factors for Businesses

~An Excerpt from Small Business Exchange, 3/17/88 - 3/23/88

Companies should monitor daily two or three key factors affecting their profitability and ability to remain competitive, says a Bay Area marketing consultant who specializes in working with small businesses.

"To identify these 'key success factors,' start reviewing the things that account for the bulk of your revenue or expenses," says Walter H. Bock.

One trucking firm identified controlling overtime hours as a key factor in its business, and the vice president of operations receives daily reports. But the last time he went on vacation, Bock said, the overtime reports piled up on the vice president's desk. By the time he returned, cost for the month were way over budget. "Next time he goes on vacation, the job will be given to someone else," Bock says.

Key factors should be measurable, Bock points out, "contractors usually want to monitor sales and marketing activity, but can't always find a single measure. Counting the number of bids submitted is usually a good place to start."

The information to be monitored also should be easy to obtain and compile. "If it takes more than 10 minutes a day, people won't do it," he

points out.

"Precision of measurement is not as important as timeliness," he stresses. "That means that companies need to be reasonably accurate but, more importantly, they need to provide quick feedback. I call it 'The Custer Rule of Information'. Custer didn't need to know precisely how many Indians were out there, or precisely where they were. But it might have helped if he'd known that there were a lot of them, that they were close, and that they were hostile."

Professional practices, such as law firms, usually want to monitor billable hours. Many of them can find this information in the computer's database from which they produce client invoices, Bock says.

"Retail stores may want to monitor the number of people who come into the store. A light beam device can be installed at the door that automatically counts the number of people who enter, he says.

The quickest way to identify a key factor usually is to talk to veterans in the business, Bock suggests, and to learn from their experiences.

Finally, Bock stresses that subordinates should fully understand what the company's key factors are and how their jobs affect them. They need to know how they can help control these factors so that the company can continue to be competitive and profitable.

Bock says that the difference between profitable and unprofitable companies is not that they don't know what critical factors affect them, but that the profitable companies track these factors and make corrections, if necessary.

Walter H. Bock founded his consulting firm in Oakland in 1983. He holds a bachelor of science degree in management science and marketing from the University of the State of New York.

Change in Standard Specifications for Road and Bridge Construction

The Construction Bureau of the Montana Department of Highways advises that the 1987 Edition of the Standard Specifications for Road and Bridge Construction Section 107.14(A) has been revised.

It should be rescinded and replaced with the following: (A) Insurance on All Contracts. The Contractor shall carry commercial general liability insurance with a general aggregate limit of \$2,000,000; an occurrence limit of \$1,000,000; and products and completed operations limit of \$1,000. The policy shall provide coverage on an occurrence basis and not on a claims made basis. The policy shall provide owners and contractor protective coverage with the same limits as the commercial general liability insurance, with the State of Montana, its agents, employees and officers as a named in-

sured. The policy shall not contain exclusions for explosion, collapse, and underground damage hazards.

Work shall not be started until the Contractor has submitted evidence to the Department that adequate insurance has been procured.

Construction has informed us that any existing contracts, prior to March 1, 1988 can carry the old rates. Any new contracts, let after March 1, 1988 have to abide by the new insurance rate.

For any questions concerning the new insurance rate or the changes to the Standard Specification for Road and Bridge Construction book can call the Construction Bureau at (406) 444-6001.

Hotline information

The Small Business Ombudsman Hotline

The EPA Office of the Small Business Ombudsman provides assistance to the small business community and individuals concerned with compliance under environmental regulations. This assistance is afforded by means of the national Hotline. EPA recognizes that voluntary compliance to environmental rules and regulations through development of complete understanding of these rules and regulations is the most critical element in assuring accomplishment of program objectives. The staff of the OSBO, by means of responding to

questions and needs for information expressed in the Hotline inquiries, provides a critical service in achieving these objectives.

New legislation has imposed additional requirements for informing the small business community in these matters. This has been reflected in the frequency of inquiries to the Hotlines as shown in the tabulation below on number of calls by calendar year:

1983.....	1,884
1984.....	2,586
1985.....	4,398
1986.....	12,230
1987.....	9,863

With the new rules under the Emergency Planning and Community Right-to-Know legislation (SARA Title III) in effect and pending, the OSBO is already receiving an increasing number of inquiries from the small business community, relating to the specific needs of small business. EPA maintains several dedicated Hotlines, which address specific areas of concern, but the OSBO experience has shown that since tollfree access is not available in all technical areas (e.g., pesticide registration, clean air and clean water issues) the small business community has found the OSBO Hotline support a most helpful element in responding to regulatory requirements.

Small Business Ombudsman
Hotline... (800) 368-5888

~An excerpt from the USEPA, Office of the Small Business Ombudsman - March 1988

Congress Expands Scope of Civil Rights Laws

~Content derived from an article in the Employment Coordinator - March 17, 1988

After four years of failed attempts, Congress has passed the Civil Rights Restoration Act. The bill would add a definition of "program or activity" to all four civil rights laws and prohibit discrimination throughout an entire institution or agency if any part of that agency receives federal assistance.

For other private businesses, only the plant or geographically separate facility receiving aid is covered, unless the aid is directed at the corporation as a whole. However, Augustus Hawkins (D-Calif), Chairman of the House Education and Labor Committee, pointed out that the bill only returns the four laws to their "pre-Grove City" status. "It is a clear-cut and I think rather obvious theory in government that those who dip their hands in the public till should not object if a little democracy sticks to their fingers."

Risky Business: Starting your new Venture

Excerpted from Montana Displaced Homemaker Center News, Spring, 1988

Information adapted from: "Checklist for Going Into Business," U.S. Small Business Administration.

Get Set...

1. Define your business

Surprisingly enough, one of the most difficult aspects of starting a business is deciding exactly what kind of business you wish to establish. The answer to this question is critical. It will help you determine the direction of the business. Once you have defined a business concept, you should try to describe the business further. Ask yourself, for example: What are your primary product/services? Who are your target customers? What kind of business will you form--sole proprietorship, partnership or corporation?

Formulating a solid business plan can help you answer these questions. A business plan is a complete list of your short- and long-term operating goals, backed up by financial projections. It will help you attract investors and seek a line of credit at the bank.

Use the sample business plan below as a guideline. It is composed of three major parts: the marketing plan, the financial plan and the organizational plan.

Completing such a form will give you--and your potential financial backers--a much clearer picture of where you are headed and confidence in the job you can do.

Sample business plan

Cover sheet

Name of business

Names of principals

Address and telephone number of business

Statement of purpose

Description of business--
product or service

Business structure

Description Of:

amount of money being
requested

how funds will be used

how funds will be repaid

Marketing plan

The industry

The competition

Market size and opportunity

Market segments served

Marketing mix

Key factors to success market

Financial plan

Sources and applications of
funds

Capital equipment lists

Balance sheet

Break-even analysis

Income statements

Pro-forma cash flow statements

Organizational plan

Location of business

Organizational structure

Management

Non-management personnel

Supporting documents(as
needed)

Personnel resumes

Job descriptions

Credit reports

Letters of reference

Copies of contracts

Copies of leases

Copies of letters of intent

Legal documents

Production requirements

Source: Brush, Candida and Hsrich, Robert, The Woman Entrepreneur.

2. Financing your business

It usually takes two to three years before any new business starts to turn a profit--and a new business owner must take this into account when figuring out how to finance a venture. Financing is one of the greatest challenges that women face in the "start-up" process. While the economic climate for women entrepreneurs has improved, surveys of women entrepreneurs reveal that in nearly all cases, women must rely upon personal assets or savings to start up their businesses. Because women-owned businesses are typically very small and concentrated in service and retail industries (low equity, low growth), banks and venture capital firms are not as interested in granting them loans. Furthermore, because women often have no personal or professional credit history of their own, they are placed in a greater risk category of loan applicants.

Women have trouble establishing not only personal credit lines, but also customer credibility and client contacts in the marketplace. For example, women own 25 percent of small businesses, but still receive less than one percent of \$130 billion in government contracts awarded annually for procurement of goods and services.

But there is good news. According to the May 1987 issue of Entrepreneur, "While many

women and minorities have reported that the traditional sources of funding, such as local banks, seem closed to them, new sources have opened up--commercial finance, life insurance and leasing companies--making seed money more accessible than ever before... The SBA, which funds about 30 percent of all small businesses, may have cut back on direct funding, but many government officials have taken over the tasks at the state level."

GO!

Years of hard work--and adventure--are about to begin.

Resource from National Business Woman

The U.S. Department of Commerce collects data every five years on women business owners. The latest report, published in August 1986, contained the findings of its 1982 Economic Census of Women-Owned Businesses. The report is available for \$24 from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402. Request stock #033-024-06502-9.

Women's Business Organizations

There are more than 1,000 women's business organizations that offer training, counseling, referrals and networking opportunities. BPW provides business women with excellent training, resources, benefits and networking opportunities. Here is a list of other support organizations for women:

American Women's Economic Development Corporation
1270 Avenue of the Americas
New York, NY 10020

AWED offers long-term training and assistance to women members who are considering or are in the first stages of starting a business.

American Women Entrepreneurs
60 E 42nd Street
New York, NY 10165

Women entrepreneurs who join AWE are entitled to medical benefits, a members-only hotline and special travel rates.

National Association of Women Business Owners
6000 S Federal, Suite 400
Chicago, IL 60605

Sole proprietors, partners and corporate owners are eligible to join NAWBO. NAWBO offers networking opportunities to its members and serves as a clearinghouse of the products and services of its members.

BPW Foundation
2012 Massachusetts Avenue, NW
Washington, D.C. 20036--
Offers an informational packet on Women Business Ownership. It includes information on SBA, statistics on trends in women business ownership, a pamphlet called "A Guide to Business Credit and the Equal Credit Opportunity Act." Send \$3 to the Marguerite Rawalt Resource Center, BPW Foundation.

Other Resources Available from the Foundation include:

Fraser, Edie. Risk to Riches: Women and Entrepreneurship in America. Institute for Enterprise Advancement, Suite 700, 600 Maryland Avenue S.W., Washington, D.C. 10024, 1986

Hisrich, Robert D., and Brush, Candida. The Woman Entrepreneur: Starting, Financing and Managing a Successful New Business. Lexington Books, Lexington, MA, 1986

LaSota, Marcia. Women and Business Ownership: A Bibliography. Minnesota Scholarly Press, Inc., Mankato, MN, 1985

Small Business Administration. Women's Handbook: How SBA Can Help You Go Into Business. Office of Management Assistance, 1983. Available from your local SBA office.

Construction Women on the Move"

"Construction Women on the Move" will be the theme of Women Construction Owners and Executives, USA (WCOE)'s Annual meeting in Washington, D.C. May 18-22. The meeting will focus on contracting opportunities with the federal government and include briefings at the Small Business Administration, Department of Commerce and the White House. Speakers will include officials from the Department of Transportation, Commerce, Labor, Defense, the Environmental Protection Agency, NASA and Housing and Urban Development.

For more information regarding WCOE write:

Women Construction Owners and
Executives, USA
P.O. Box 883034
San Francisco, CA 94188

or call:

Deborah E.G. Wilder -
Executive Director
(415) 468-1920

Annual EEO Submissions

All firms desiring to work on Federal-aid highway construction projects in the State of Montana during the 1988 construction season must submit an Annual EEO Submission. Written requirements and examples of Annual EEO submission can be found in the CRB Manual.

The Annual EEO submission must be approved prior to work beginning on any Federal-aid highway construction project over \$10,000. Annual EEO submissions should be submitted to:

Montana Dept. of Highways
Civil Rights Bureau - RM 009
2701 Prospect Avenue
Helena, Montana 59620

The MDOH Field Project Manager will not allow you to begin work unless your annual EEO submission has been received and approved in Helena.

If you have any questions,
call (406) 444-6331.

**Attention - All Contractors
and Subcontractors**

The Form EEO - 5 which is

required to be completed by all contractors and subcontractors has been revised. The new form is dated January 1988. Copies will be furnished to all contractors and will replace all EEO - 5 Forms, dated 4-2-73. Submission dates remain monthly from May 1st through October 31st.

To obtain forms or to ask questions, please call Civil Rights Bureau at 444-6331.

INVITATIONS TO BID

May 10
Dillon, School Reroof
Bid opg place to be announced.
Ownr: Elem Schl Dist #10, 225
E Reeder, Dillon, MT 59725,
(406) 683-4311
Arch: Schlenker & McKittrick
Archts, Box 1004, 625 N.
Benton, Helena, MT 59624,
(406) 442-4993
Parkview North Elem Schl
reroof. Located at 14 N.
Cottom. Plans & specs from
archt.

2:00 PM May 10 EST: \$18,000
Replace Metal Roof, Bozeman
Division Office and Shop,
Bozeman, Montana, Department
of Highways, MONT A/E 87-31-28
Sealed bids will be received
until 2:00 PM May 10 and then
publicly opened and read aloud
in the offices of the Archi-
tecture & Engineering Division
1520 East 6th Ave., Helena,
Montana

2:00 PM May 12
Ft Peck Indian Reservation, 42
Houses
Bid opg offc of ownr. Ownr: Ft
Peck Housing Authority, Iva

Grainger, Housing Authority
Director, Fort Peck, MT,
(406)768-3459
Arch: Aaron Swan & Assoc, Box
206, Pierre, SD 57501,
(605)224-1742 & Blake,
Hulsing, Zieske, zumBrunner,
Box 579, Williston, ND 58801,
(701)572-6759
MT 9-31 B. Constn of 42 houses
on scattered sites throughout
the reservation.
Plans & specs from archt in
Williston, ND.

May 16
Kalispell, Repair Roof
Bid opg offc of ownr. Ownr:
Contracting Div, Bldg 6222, Ft
Carson, CO 80913-
5022, (719)579-3240
DAKF06-88-B-0104. Inclis re-
moval of all loose gravel
from roof, instain of one way
vents, application of urethane
foam and application of base
coat and top coat. Bid Bond:
20%. Plans & specs from ownr

May 16
Kalispell, Repair Roof
Bid opg offc of ownr. Ownr:
Contrg Div., Bldg 6222, Ft
Carson, CO 80913-5022, (719)
579-2771, Attn: Anthony
Pelley
DAKFO6-88-B-109. Repair roof
of the US Army Reserve
Training Center. Bid Bond:
20%. Plans & specs from ownr.

May 17 Est: \$100,-\$250,000
Bozeman, HTG Syst Renov
Bid opg offc of ownr. Ownr:
Contrg Div, Bldg 6222, Ft
Carson, CO 90913-5022
(719)579-2213, Attn: Robert
Neuzil
DAKF06-88-B-0107. Consists of
removal of exist boiler syst &
flue, steam radiator units and
all exposed steam heat piping,

asph paving, excav and provide
new external entrance. Also
inclis installing a new hot
water boiler and distribution
systs, install/reroute utils
as reqd, relocatin of exist
domestic hot water heater.
Located at the US Army
Reserve Center. Bid Bond: 20%.
Plans & specs from ownr.

1:30 PM May 17 Est:\$250-
\$500,000
Missoula, Heat Pump Piping
Bid opg offc of ownr. Ownr:
GSA, Public Bldgs Svc, Facils
Support Center, Contracts
Branch-Denver (7PXP), Box
25546, Denver, CO 80225-0546,
(303)236-7473
R-MT-88-071. Replace existing
PVC heat pump condenser water
piping syst with steel pipe
and misc related work. Located
at the Fed Bldg/Post
Offc/Courthouse, 200 E.
Broadway, Missoula. Set aside
for small business concerns.
Bid Bond:20%. Plans & specs
from ownr @ n/c

May 17 Est:\$100,-\$250,000
Malmstrom AFB, Lime Slurry
Retaining Pond
Bid opg offc of ownr. Ownr: US
Army, Seattle Dist, Corps of
Engrs, 4735 E Marginal Way
South, Box C-3755, Seattle, WA
98124-2255, (206)764-3515 or
3516
DACA67-88-B-0007. Changed from
DACA67-87-B-0065. Consists of
constn of open concre holding
pond for lime slurry with
assoc valves, controls & pip-
ing for connection to the
high temperature hot water htg
plant. Set aside for small
business concerns. Bid Bond:
20%. Plans & specs from ownr @
n/c

May 17

Phillips Cnty, Fencing
Bid opg offc of ownr. Ownr: US
Fish & Wildlife Svc, Box
25486, Denver Fed Center,
Denver, CO 80225, (303)236-
5412

FWS-6-88-0033. Remove 5.3 mi
of exist wire fence and using
Govt furnished materials
install 24.7 mi of new wire
fence. Located at CM Russell
Natl Wildlife Refuge approx 50
mi south of Malta, MT
Bid Bond:20%. Plans & specs
from ownr.

May 18

Near White Sulphur Springs,
Dam/Reservoir Rehab
Ownr taking enrg proposals
for study & design until May
18th. Ownr: Enrg Bu, Dept of
Natural Resources &
Conservation, 1520 E 6th Ave,
Helena, MT 59620, (406)444-
6646, attn: L Marshall or G
McDonald
North Fork Smith River
feasibility study and design.
Located abt 9 mi NE of White
Sulphur Springs, MT

May 24 EST: \$240-\$500,000

Malmstrom AFB, Topographical
Repairs
Bid opg offc of ownr.
Ownr:Contrg Div, Bldg 145, Rm
107A, Malmstrom AFB, MT 59402,
(406)731-2897, attn:Lee
Barrows
F24604-88-B0008. Incls cor-
rection and/or constn of new
surface drainage to include
slopes, fencing, security
gates, conc drainage structs
and corrugated metal drainage
pipes at various missile sites
in the area of Malmstrom AFB.
Bid Bond:20%. Plans & specs
from ownr.

2:00 PM May 31

Est:\$500-\$1 mil
Malmstrom AFB, Alter Trainer
Bid opg offc of ownr. Bid date
extended from Mar 8. Ownr: US
Army, Seattle Dist, Corps of
Engrs, 4735 E Marginal Way
South, Box C-3755, Seattle, WA
98124-2255, (206)764-3515 or
3516

DACA67-88-B-0025. KC 135R
alter Accelerated Co-Pilot
Enrichment Trainer. Alter 2
exist hangar bays of an exist
four bay hangar. Convert the
exist facil to a 13,000 plus
sf ACFT bay for three T-37
trainer ACFT including a com-
plete fire suppression & de-
tection syst. Provide a 3300
plus SF admin area, communi-
cations prewiring and energy
monitoring & control syst
(EMCS) controls & utility
connections. Set aside for
small business concerns. Bid
bond: 20%. Plans & specs from
ownr (written requests only).

Jun 7 Est: \$100,-\$250,000

Fort Smith, Road Rprs
Bid opg offc of ownr. Ownr:
Natl Park Svc, Rocky Mtn
Region, 12795 W Alameda
Parkway, Box 25287, Denver, CO
80225, (303)969-2795, attn:
Carolyn Clark
1200-8-C036. Chip seal and
road striping at Bighorn
Canyon Natl Recreation Area.
Consists of 8 mi of rd chip
sealing, fog sealing road
shoulders and air strip
(approx 100,000 sy), 19 mi of
pavement marking and marking
several other parking lots and
air strip. Bid Bond: 20%. Plans
& specs from ownr.

Jun 7

Powell Cnty, Trail Constn
Bid opg offc of ownr.
Site Visit: 9 AM May 23 - meet

at Seeley Lake Ranger Dist.
Ownr: USFS, Lolo Natl Forest,
Fort Missoula, Bldg 24,
Missoula, MT 59801, (406)329-
3764

R1-16-88-180. Dry Fork Train
Constn. Consist of reconstr of
approx 1 mi of trail including
clearing, excav, cushion,
retaining walls, etc. Bid
Bond: 20%. Plans & specs from
ownr

Jun 13 Est: \$100,-\$250,000
Sanders Cnty, McNeely Roads
Constn

Bid opg offc of ownr., Ownr:
USFS, Kootenai Natl Forest,
506 US Highway 2 West, Libby,
MT 59923, (406)293-6211

R1-14-88-040. Inclis approx
1.67 mi reconstr & approx 6.88
mi of new forest access rd
constn. Also inclis survey &
staking, culvert metal pipe,
seeding & fertilizing. Set
aside for small business
concerns. Bid Bond: 20%. Plans
& specs from ownr.

Jun 16 Est: \$500,-\$1 mil
Lincoln Cnty, Roads Constn
Bid opg offc of ownr. Pre-Bid
Conf: for info call Dick
Jantz, Zone Engrg, Troy, MT
(406)295-5245. Ownr: USFS,
Kootenai Natl Forest, 506 US
Highway 2 West, Libby, MT
59923 (406)293-6211.

IFB R1-14-88-035. Upper Basin
Roads constn. Inclis constn of
9.83 mi & reconstr of 4.80 mi.
Set aside for small business
concerns. Bid Bond: 20% Plans
& specs from ownr.

2:00 PM Jun 16 Est: \$500,-\$1
million

Lincoln Co., MT - Upper Basin
Roads Construction

Bid opg offc of ownr. Pre-bid
conf: for info call Dick Jantz
Zone Engrg, Troy, MT (406)295-

5245 Ownr: USFS, Kootenai Natl
Forest, 506 U S Highway 2
West, Libby, MT 59923,
(406)293-6211

IFB R1-14-88-035. Upper Basin
Roads constn. Inclis constn of
9.83 mi & reconstr of 4.80 mi.
Set aside for small business
concerns. Bid Bond: 20%. Plans
& specs from ownr.

Jun 16

Flathead Cnty, Middle Fork
Quarry

Bid opg offc of ownr. Ownr:
USFS, Flathead Natl Forest,
Box 147, Kalispell, MT 59901,
(406)755-5401, ext 310

R1-10-88-25. Develop quarry
for buttress material and rpr
2 slides on Hungry Horse
Ranger Dist. Inclis development
of a rock source and rpr of 2
existing failing slopes with
buttress material & stock-
piling buttress material. Bid
Bond: 20%. Plans & specs from
ownr.

2:00 PM Jun 21 Est: Under
\$75,000

Fort Harrison, Rewire Quarters
Bid opg offc of ownr. Extd
from Apr 20. Ownr: Chief,
Supply Service (90), VA
Medical & Regional Offc, Bldg
141, Room 208, Fort Harrison,
MT 59636, (406)442-6410, ext
357

Proj #84-105. Rewire quarters
14,41,42. Consists of complete
replacement of exist electri-
cal in all areas of each bldg.
Set aside for small business
concerns. Bid Bond: 20% Plans
& Specs from ownr @ n/c

The above bids were excerpted
from the Intermountain Con-
tractor magazines.

THE
OFFICE
OF THE
SECRETARY
OF THE
NAVY
WASHINGTON
D. C.
1914

TO THE
HONORABLE
MEMBERS OF THE
NAVY
COMMISSION
WASHINGTON
D. C.
1914

INVITATION FOR BIDS

LETTING OF MAY 26, 1988

Sealed bids on the following projects will be received by the State of Montana, Department of Highways, Contract Plans Section, at the office of said Department in the City of Helena until 9:00 a.m. on May 26, 1988. The proposals will be publicly opened and read immediately thereafter in the Department's auditorium.

Bid proposals, plans, cross-sections or machine tabulations and full instructions to bidders are on file for examination and may be obtained from the Contract Plans Section. These documents may be requested by mail (see enclosed requisition form) or by calling 444-6215, Area Code 406. Proposals will not be furnished to contractors after 5:00 p.m. preceding the date of the letting.

Cost for these documents vary with each project and is quoted in the project information contained herein. There will be no refund allowances for documents ordered and returned as the price quoted is the actual cost of printing only. Please make all checks payable to the State of Montana, Department of Highways.

Persons or firms desiring to qualify or bid on highway construction on the basis of a joint venture shall declare their intention by executing a "Declaration of Joint Venture and Power of Attorney." Joint Venture affidavits must be filed with the Contract Plans Section no later than 3:00 p.m. preceding the date of the letting.

Any contract entered into pursuant to this advertisement is subject to all appropriate Federal Laws, including Title VI of the Civil Rights Act of 1964.

The Department of Highways hereby notifies all bidders that it will affirmatively insure that in any contract entered into pursuant to this advertisement, minority business enterprises will be afforded full opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color or National origin in consideration of an award. In addition, the successful bidder shall pay the minimum wage rates set out in the bid proposal.

STATE OF MONTANA
DEPARTMENT OF HIGHWAYS

Ilert Hellebust, Chairman
Montana Highway Commission

Gary J. Wicks
Director of Highways

1. HES 1-2(29)138

The safety improvements (slope flattening & guardrail) on 4.2 miles of the north-east of Columbia Falls Road in Flathead County. The project begins on U.S. Highway 2, East of Columbia Falls, and extends northeast to Hungry Horse.

Involving about: 6,563 cu. yd. Excavation, 2 Hour Equipment, 713 Tons Crushed Aggregate, 482 Tons Plant Mix, 64 Ln. Ft. RCP Culvert, 8,725 Ln. Ft. Steel Guardrail, 16 Each Guardrail End Anchor, 2 Units Bridge Approach Section, 1,191, Ln. Ft. Revise Bridge Rail, 4,638 Ln. Ft. Remove Guardrail, 293 Ln. Ft. Remove Concrete Median Rail, 111 Rod Fence, 12 Rod Temporary Fence, 6 Each Fence Panel, 16 Ln. Ft. Gates, 4 Acre Seed, 4 Acre Fertilizer, 11 Each Delineator, and other items. Contract to be completed in 30 Working Days. The estimated construction cost of this project is between \$150,000.00 and \$450,000.00.

The Disadvantaged Business Enterprises' contract goals required for this contract are 10%.

Cost of plans and proposal \$8.50 per set including cross-sections.

This project is under the jurisdiction of the Missoula District Engineer.

2. F 5-2(28)85

The grading, aggregate surfacing, plant mix bituminous surfacing, and open graded friction course on 7.9 miles of the Flathead County Line - South Road on U.S. 93 in Lake County.

The project begins approximately 2 miles east of Dayton and extends northeast.

Involving about: 9.0 Cr. Mi. Bluetop Staking, 1,581,939 Cu. Yd. Excavation, 57,703 Cu. Yd. Topsoil, 1,647,039 Cu. Yd. Roadbed Compaction, 142 Hour Equipment, 65 Sta. Obliterate Roadway, 230,189 Tons Crushed Aggregate, 7,565 Tons Open Graded Friction Course, 592 Tons Hydrated Lime, 39,504 Tons Plant Mix, 2,798 Tons Asphalt Cement 85-100, 295 Tons Liquid Asphalt MC-70, 22,283 Gals Emulsified Asphalt SS-1, 56,230 Ln. Ft. Drill Presplitting Holes, 660 Ln. Ft. Median Rail - Concrete, 5,828 Ln. Ft. Drainage Pipe, 430 Ln. Ft. Polyethylene Pipe, 1,468 Ln. Ft. Plastic Underdrain, 11,000 Ln. Ft. Steel Guardrail, 28 Each Guardrail End Anchor, 2 Units Bridge Approach Section, 3,540 Ln. Ft. Remove Cable Guardrail, 700 Ln. Ft. Remove Guardrail, 1,525 Ln. Ft. Remove Concrete Median Rail, 28 Each Deadman, 2,044 Rod Fence, 395 Rod Temporary Fence, 129 Each Fence Panel, 502 Ln. Ft. Gates, 109 Acre Seed, 109 Acre Fertilizer, 110 Hour Condition Seedbed, 44.5 Acre Mulch, 192 Sq. Ft. Aluminum Signs, 86 Each Remove Signs, 400 Ln. Ft. Treated Timber Poles, 140 Lbs. Steel Posts, 510 Each Delineator, 64 Ln. Ft. Reset Gates, 3 Each Cattleguard, 16 Cu. Yd. Bank Protection, 152 Sq. Ft. Words & Symbols - Plastic, 11,194 Ln. Ft. Plastic Striping, and other items. Contract to be completed in 200 Working Days. The estimated construction cost of this project is between \$6,500,000.00 and \$14,000,000.00.

Subsurface investigation data is available for inspection and review in the Geology Section of the Materials Division at the Highway Complex, Helena, Montana. The Disadvantaged Business Enterprises' contract goals required for this contract are 6%.

Cost of plans and proposal \$15.00 per set. Cross-sections \$118.00 per set.

This project is under the jurisdiction of the Missoula District Engineer.

3. F 57-2(8)10

The plant mix bituminous surface overlay on 11.5 miles of the Raynesford - Geyser Road in Judith Basin County beginning approximately $\frac{1}{2}$ mile southeast of Raynesford and extending easterly to approximately $\frac{1}{2}$ miles southeast of Geyser.

Involving about: 109,796 Cu. Yd. Excavation, 92 Hour Equipment, 14,929 Tons Crushed Aggregate, 12 Tons Liquid Asphalt MC -70, 328 Tons Emulsified Asphalt HF-100, 181 Tons Emulsified Asphalt CRS-2, 29,196 Gals Emulsified Asphalt SS-1, 1,068 Sq. Yd. Cold Milling, 34.5 Cu. Yd. Concrete, 34.5 Cu. Yd. Remove Concrete Apron, 164, Ln. Ft. Relay Pipe Culvert, 164 Ln. Ft. CSP culvert, 955 Ln. Ft. RCP Culvert, 4,163 Ln. Ft. Steel Guardrail, 14 Each Guardrail End Anchor, 4 Units Bridge Approach Section, 165 Ln.

Ft. Revise Bridge Rail, 1,425 Ln. Ft. Cable Guardrail, 168 Ln. Ft. Cable End Anchor, 265 Ln. Ft. Remove Guardrail, 37 Rod Fence, 37 Rod Remove Fence, 3 Each Fence Panel, 16 Ln. Ft. Gates, 31.4 Acre Seed, 31.4 Acre Fertilizer, 16.5 Hour Condition Seedbed, 14.9 Acre Mulch, 450 Cu. Yd. Riprap, 203 Sq. Ft. Aluminum Signs, 40 Each Remove Signs, 376 Ln. Ft. Treated Timber Poles, 1,484 Lbs Steel Posts, 402 Each Delineator, 6,349 Sq. Yd. Construction Fabric, 228 Sq. Ft. Words & Symbols - Plastic, 8,562 Ln. Ft. Plastic Striping, 22.9 Miles Rumble Strips.

Alternate A-1

94 Tons Hydrated Lime, 6,252 Tons Plant Mix Grade B, 37,397 Tons Plant Mix Grade B Latex Mod., 2,242 Tons Asphalt Cement 20-R, 375 Tons Asphalt Cement 85-100.

Alternate A-2

561 Tons Hydrated Lime, 37,397 Tons Plant Mix Grade B, 6,252 Tons Plant Mix Grade B Latex Mod., 375 Tons Asphalt Cement 20-R, 2,242 Tons Asphalt Cement 85-100 and other items. Contract to be completed in 100 Working Days. The estimated construction cost of this project is between \$1,500,000.00 and \$4,500,000.00.

Subsurface investigation data is available for inspection and review in the Geology Section of the Materials Division at the Highway Complex, Helena, Montana. The Disadvantaged Business Enterprises' contract goals required for this contract are 8%.

Cost of plans and proposal \$5.00 per set. Cross-sections \$40.00 per set.

This project is under the jurisdiction of the Great Falls District Engineer.

4. RS 254-1(6)26

The Plant Mix Bituminous Overlay and Bridge Replacement (with pipes) on 6.0 miles of the 2 Miles North of Bloomfield North Road in Dawson County located approximately two miles North of Bloomfield and extends north.

Involving about: 32,343 Cu. Yd. Excavation, 3,987 Tons Crushed Aggregate, 164 Tons Hydrated Lime, 10,934 Tons Plant Mix Grade A, 655 Tons Asphalt Cement 120-150, 20 Tons Liquid Asphalt MC-70, 143 Tons Emulsified Asphalt HF-100, 3,874 Gals Emulsified Asphalt SS-1, 19.3 Cu. Yd. Concrete, Lump Sum Detour: Construct, Maintain & Remove, Lump Sum Remove Structures, 327 Cu. Yd. Bedding Material, 622 Ln. Ft. CSP Culvert, 108 Ln. Ft. SSPP Culvert, 83 Rod Fence, 89 Rod Temporary Fence, 11 Each Fence Panel, 38 Acre Seed, 38 Acre Fertilizer, 38 Hour Condition Seedbed, 669 Cu. Yd. Riprap, 84 Sq. Ft. Aluminum Signs, 9 Each Remove Signs, 162 Ln. Ft. Treated Timber Poles, 120 Lbs Steel Posts, 10 Each Delineator, 1,138 Sq. Yd. Construction Fabric, and other items. Contract to be completed in 60 Working Days. The estimated construction cost of this project is between \$400,000.00 and \$950,000.00.

The Disadvantaged Business Enterprises' contract goals required for this contract are 5%.

Cost of plans and proposal \$5.00 per set. Cross-sections \$9.00 per set.

This project is under the jurisdiction of the Glendive District Engineer.

5. HES 4141(51)

The installation of State furnished traffic signal controllers and signal heads at the following locations in the Glendive District:

Two controllers and seven signal heads in Glendive, Dawson County.

Five controllers and sixteen signal heads in Miles City, Custer County.

Two controllers in Sidney, Richland County.

One controller in Wolf Point, Roosevelt County.

One controller in Plentywood, Sheridan County.

Involving about: 23 Each Install Traffic Signals, 11 Each Install Controller and other items. Contract to be completed in 50 Working Days. The estimated construction cost of this project is between \$6,000.00 and \$18,000.00.

The Disadvantaged Business Enterprises' contract goals required for this contract are 0%.

Cost of proposal \$5.00 per set.

This project is under the jurisdiction of the Glendive District Engineer.

6. BR 9043(8)

The bridge replacement (with culvert) on the East Fork of Shotgun Creek on the Northwest of Bainville Road in Roosevelt County beginning approximately 6 miles south-east of McCabe and extending easterly.

Involving about: 885 Cu. Yd. Excavation, 50 Cu. Yd. Crushed Aggregate, 14.8 Cu. Yd. Concrete, Lump Sum Remove Structure, 164 Cu. Yd. Bedding Material, 64 Ln. Ft. SSPP Culvert, 29 Rod Fence, 45 Rod Temporary Fence, 7 Each Fence Panel, 20 Cu. Yd. Riprap, 72 Sq. Yd. Construction Fabric and other items. Contract to be completed in 45 Working Days. The estimated construction cost of this project is between \$45,000.00 and \$135,000.00.

The Disadvantaged Business Enterprises' contract goals required for this contract are 0%.

Cost of plans and proposal \$5.00 per set including cross-sections.

This project is under the jurisdiction of the Glendive District Engineer.

CGG:cm:1/x



DBE/WBE

**Montana Department of Highways
2701 Prospect Ave.
Helena, MT 59620**

1150 copies of this Public Document were published at an estimated cost of \$.94 per copy for a total cost of \$980.39, which includes \$305.69 for printing and \$674.70 for distribution.